August 2013

Company Training 101

Version 6
NCARNG G3-T

Table of Content

OVERVIEW

Must Reads & Desk References:

1. "Leader's Guide to Company Training Meetings", US Army Combined Arms Center-Training Management Directorate (TMD) Army Training Network, **https://atn.army.mil**
2. TC 25-30 A Leader's Guide to Company Training Meetings, https://states.gkoportal.ng.mil/states/NC/gstaff/g3/G3Training/TC%2025-30%20Company%20Training%20Meetings.pdf
3. Army Publishing Directorate AR 350-1, **http://www.apd.army.mil/AdminPubs/series_range_regs.asp?search=350**
4. ADP/ADRP 7-0, Training Units and Developing Leaders (23 AUG 2012) **http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp7_0.pdf**
5. ADP/ADRP 6-22, Army Leadership (1 AUG 2012 w/c1) **http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_22_new.pdf**
6. AR 350-10, Management of Individual Training Requirements and Resources (3 SEP 2009) **http://www.apd.army.mil/pdffiles/r350_10.pdf**
7. JFHQ-NC-350-1 **https://states.gkoportal.ng.mil/states/NC/JFHQNC%20Forms%20and%20Regulations/JFHQ-NC%20Regulations_Pamphlets/350-1%20JFHQ-NC%20Reg%20dated%2001%20July%202010.pdf**
8. Training and Leaders' Development Guidance FY13-14 **https://states.gkoportal.ng.mil/states/NC/jstaff/j3/Orders/Forms/All%20Folders.aspx?RootFolder=%2Fstates%2FNC%2Fjstaff%2Fj3%2FOrders%2FOPORD%2013%2D004%20%28TLDG%20FY13%2D14%29&FolderCTID=0x012000C797D230B3535B45B751FC225ABBC781&View={30A1347F-AECA-4007-A832-C0F4DBDDF54C}**.

Requirement

All North Carolina Army National Guard commanders are required to execute, supervise, publish and protect against changes to training schedules for annual training (AT) and inactive duty training (IDT) within <90 day periods. Per JFHQ-NC 350-1, chapter 3, paragraph 3-16.a. "Training schedules will be published for IDT and AT for each unit in the NCARNG at least 120 days in advance of scheduled training periods with approval received at the unit level NLT 90 days prior to execution".

Mission

As commander's within the North Carolina Army National Guard, the Training and Leader's Development Guidance FY 13-14 directs that your mission will be "to provide a ready team of Citizen Soldiers who are always ready and always there to protect and preserve the lives and property of North Carolina citizens, defend our nation, and secure our American way of life."

Mission Focus and METL
Planning extends the mission-focus process that links the METL with the subsequent preparation, execution, and assessment of training. Centralized, coordinated planning develops mutually supporting, METL based training at all unit echelons. Planning involves continuous coordination from long-range planning, through short-range and near-term planning, and ultimately leads to training execution.

End State
The NCARNG remains ready, reliable, and relevant; capable of providing manned, equipped, and trained forces for state and federal requirements; Our Soldiers and leaders are physically fit, mentally tough, confident, and competent to execute their prescribed missions.

COMPANY-LEVEL TRAINING

Training Management Cycle

The training management cycle begins with the assignment of a wartime mission and the establishment of a mission essential task list (METL). Once the METL is developed, it becomes the training focus for the unit, or the "where we want to be" in terms of training proficiency. The training management cycle continues with a training assessment. This assessment is a "where we are" check in terms of training proficiency for the unit. These two basic elements of the training management cycle define the framework of the training plan. Knowing where you are (training assessment) and knowing where you are going (METL) are half the battle to conducting effective training.

The training management cycle is a continuous cycle of planning, executing, and assessing. An important aspect of the cycle is the continuous use of *feedback* to refine the training plan. This feedback takes many forms: personal observations, after-action reviews, and informal evaluations, to name just a few. A primary forum for the discussion of training assessments is the training meeting.

Digital Training Management System (DTMS)

The Digital Training Management System (DTMS) is a web based Commercial Off The Shelf (COTS) software product tied to a relational database and customized. DTMS is also sometimes called Army Training Management System (ATMS); names are interchangeable. ATMS is the only official mechanism for tracking and scheduling training. Optimized for use at Brigade and below, ATMS provides the ability to plan, resource and manage unit and individual training at all levels. It compiles collective and individual tasks, weapons qualifications, Army Physical Fitness Tests (APFT), Equal Opportunity briefing, Prevention of Sexual Harassment, Resiliency/Suicide training, AR 350-1 mandatory training and deployment tasks from "Enlistment to Retirement". ATMS provides relevant training products through frequent updates of approved collective and individual tasks, Combined Arms Training Strategy (CATS), the Army Universal Task List (AUTL) and the Universal Joint Task List (UJTL). ATMS is also used to track important dates so that Command Visits from General Officers and the Command Staff can be organized efficiently. ATMS is the only official source for building and developing the units training schedules. Commanders are the only individuals that can approve a training schedule. Commanders can appoint individuals to review training schedules but, if the company commander has not signed the training schedule, it has not been approved.

Combined Arms Training Strategies (CATS)

CATS are publications that provide commanders with a template for task-based, event-driven organizational training. They can be adapted to the unit's requirements based on the commander's assessment. There are two types of CATS's: those that are unique to a unit's type, and those that address a functional capability common to multiple units.

Training Meetings

Company training meetings are the key to keeping the unit training plan (UTP) on course. They are non-*negotiable, and* provide the commander and other leaders visibility of the current state of unit training readiness. Accordingly, they appear on the monthly training schedule. Training meetings facilitate the top down/bottom-up flow of information. Training meetings are a mechanism that commanders use to manage training events m o n t h l y and ensure the unit stays on course to attain training goals and collective task proficiency. Although this leader's guide is focused at the company level, training meetings held at brigade and battalion-level are no less important and are equally vital to ensuring unit training proficiency. Their focus is predominantly on resourcing and supporting company-level training.

Subordinates provide their assessments regarding the training proficiency needs of the unit and individual Soldiers. Training meetings are conducted by leaders to review past training, identify and plan necessary retraining, plan and prepare future training, and exchange timely training information between leaders.

Feedback is an important aspect of training meetings and is used to refine the UTP as it progresses. This feedback takes many forms, for example, personal observation, after-action reviews, and informal evaluations. The training meeting is a primary forum for the discussion of training assessments (unit, leader and task proficiency).

Managing the Unit Training Plan

ADRP 7-0, CATS, ATMS, and Unit Training Management (UTM) on the Army Training Network (ATN) https://atn.army.mil provide detailed discussions on the planning process. One of the first steps in developing your UTP is first conducting a training meeting. Provided below is a brief overview of the role that training meetings play in managing the progression of the UTP:
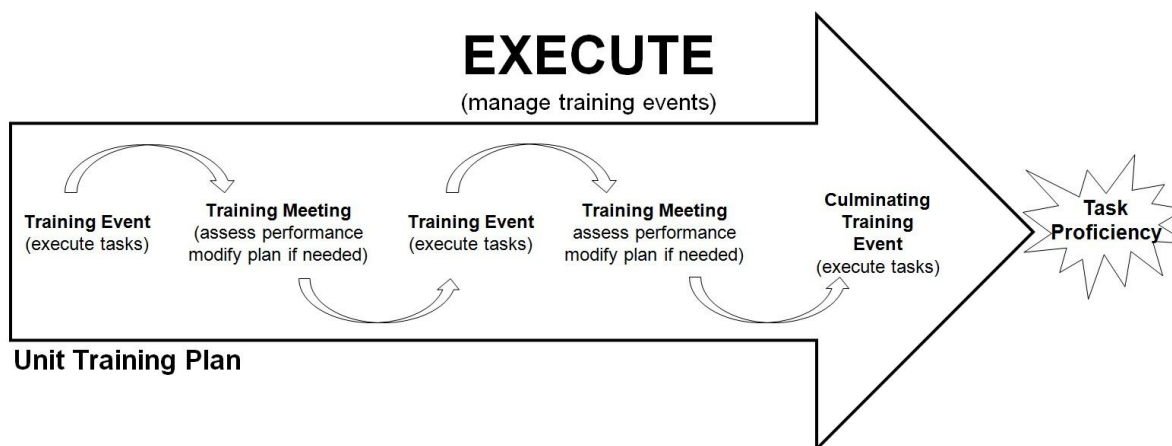
Each training event is individually managed and coordinated to ensure the UTP is executed as posted within the Army Training Management System (ATMS). If the UTP needs to be modified based on the unit achieving (or not achieving) specific, published training objectives, commander's guidance given during training meeting is the means that drives future training event planning, and ultimately the UTP.

Successful Training Meetings

- Validate the tasks (collective and individual) to train for upcoming events
- Synchronize unit collective tasks to train with events
- Delegate and confirm responsibilities critical to executing events
- Review and confirm resource requirements and status
- Ensure cross communication between leaders
- Refine the training focus (tasks to train and objectives) for upcoming events

Participants

Leader participation is essential for a successful company training meeting. The commander determines the participants to attend. Provided is a suggested list of participants and responsibilities of those attending the company training meetings.

Battalion commander and his staff play a key role in the successful execution of company-level training. Besides providing command guidance and long-range training plans, the battalion commander sets the tone for establishing a safe, realistic training program that achieves the unit's training objectives. The commander must be personally involved in all phases of the training management cycle. Most importantly, the battalion commander is the key leader with the power to protect companies from training distracters by ruthlessly enforcing the lock-in of major events agreed upon during the training briefings and contained in signed training schedules. The Command Sergeant Major (CSM) is personally responsible for advising the commander on all matters pertaining to enlisted Soldiers. In the capacity the CSM has a mandate to ensure that Soldiers receive the best possible training. Additionally, the CSM, with the other NCO leaders, helps in the integration of collective and individual Soldier training tasks. The CSM assists the commander in ensuring that NCOs select appropriate Soldier tasks to support each collective task selected for training.

Company commander (CDR) is the training manager for the company. Historically the commander has been responsible for everything the unit does or fails to do. This is especially true for training. He runs the meeting and is responsible for the efficient conduct of the training meeting. Prior to the meeting the commander updates his running estimate of the company's proficiency of the KCTs that support the UTP goals. He assesses (T- P-U) the previous months' training (focusing on the KCT), training calendar, upcoming training schedules and upcoming training event OPORDs. All attendee's should have the commander's approved version of the monthly ATMS training calendar to reference. The commander then provides guidance for upcoming events and adjusts future events' training focus based on his assessment and confirms the status of resource requests/requirements. The commander updates his running estimate (collective task assessment, training risk status of external resources, status of trainers, etc.).

Executive Officer (XO) runs the training meeting in the commander's absence. He coordinates training for all the Soldiers in sections or attachments without platoon leaders or platoon sergeants. The XO provides a current assessment for collective tasks,

warrior tasks and battle drills and key individual tasks that directly support the company tasks. The XO provides the status of resources to support upcoming events and identifies resource issues impacting on upcoming training. Additionally, the XO identifies/consolidates new resource requirements based on an adjustment of tasks to train for upcoming events.

First Sergeant (1SG) is the personal advisor to the commander on all issues that affect not only individual training in the unit but also collective tasks. The 1SG provides his assessment of individual and collective tasks and key warrior tasks and battle drills that support the company's collective tasks to train. He provides guidance and advice on training plans, and reviews pre-execution checks discussed during the training meeting. Additionally, in the role of advisor, he helps in the leader development of both officers and NCOs by actively participating in the formulation of effective training plans (tasks to train and identification of resource requirements) for platoons. First Sergeants keep tabs on the "training pulse" of the company. They do this in many ways, not the least of which is the constant monitoring of Soldier training. This can be formally, such as an announced inspection, or informally, such as a periodic review of NCO leader books. First sergeants also have formal responsibilities during Quarterly Training Briefs (QTBs). During these briefings, 1SG's discuss specific training topics, such as—
- Army Warrior Task (AWT) survival skills.
- An assessment of the unit's battle focused Soldier and NCO leader training programs.
- Soldier training proficiency feedback from current training events.
- Company education, Army Physical Fitness Test (APFT), weapon qualification data, reenlistment status and overweight programs.

Command Team includes the commander, executive officer and first sergeant.

Platoon Leaders brief their assessment of collective task and key leader tasks, warrior tasks and battle drill proficiency of their platoon based on training conducted. They recommend adjusting tasks to train (training focus) for upcoming events based on their assessments.   Additionally, they either confirm previously submitted resource requirements for upcoming events or they identify new resource requests based on a change to the training focus for an upcoming event.

Platoon Sergeants provide their assessment of key individual tasks based on training conducted. Observes and receives feedback from squad leaders on the status of individual training conducted and ensures they support the company's collective tasks. The Platoon Sergeant briefs the status of specific essential pre-execution checks (status of trainer(s), resources, tasks to train or site recon) for upcoming events. Additionally, platoon sergeants provide input to any changes (collective tasks, warrior tasks or battle drills to train and resource requirements) to upcoming events.

Key staff NCOs, such as master gunners, attend training meetings and advise the commander on the status of specialized training. As an example, the master gunner

works with the 1SG to track individual and crew-served weapon qualification, and helps leaders with gunnery training assessments. Identifies and advises leaders on opportunities to integrate specialized training into upcoming events. Additionally, advises leaders on specialized resource requirements for upcoming events.

Maintenance team chiefs coordinate the maintenance efforts of the company and work with the commander and XO to ensure that timely support is provided. The maintenance team chief provides input on the status of maintenance training in the company, recommends maintenance related training, and informs the commander of scheduled services and inspections. The maintenance team chief identifies any issues that will impact on upcoming events. Additionally, advises the commander on training requirements based on his assessment of training previously conducted.

Supply Sergeants provide input to the commander on supply-related issues, inspections, and inventories. Supply sergeants also work with the XO and 1SG to coordinate necessary support from outside sources.

Active Guard Reserve (AGR) Staff (Training Officers & Readiness NCO's) attend training meetings to coordinate the commanders' intent Monday – Friday during full-time operations periods. The AGR staff is part of the unit "Key Leaders". These leaders provide the administrative support for the Command Team during inactive duty training periods. They confirm the tasks to train and the status of resource requirements for upcoming events. They also act as the commander and first sergeant during times when the Command Team is unavailable and during day-to-day operations. Commanders must fully integrate AGR staff into their long-term plans.

TRAINING PLAN & CYCLE

PLANNING PROCESS
A training plan translates the commander's training and leader development guidance and training strategy into a series of interconnected requirements and events to achieve the commander's training objectives. Planning documents include the frequency and duration of each training event and the resources required. Required resources and events drive planning considerations. The three types of training plans are long-range, short-range, and near-term.

Long-range, short-range, and near-term planning all follows the same process. Commanders at all levels assess training, provide guidance, and publish training plans. The only difference among echelons is the complexity of assessment, scope, scale, and form of the training and leader development guidance. Planning begins with two principal inputs: the METL and training assessment.

Long-Range Planning
Definition
At the company level, long-range planning encompasses training that is planned for and resourced 36 months out for reserve components (RC) and 12 months out for active component (AC). Example resources that are planned for include training areas, ammunition, and fuel. By conducting long-range planning, units can predict their needs and coordinate for support well in advance of the planned training.

Planning Calendars
Long-range plans are translated into planning calendars for use by subordinate units in their planning process. An RC battalion calendar covers three training years, normally coinciding with a fiscal year (FY). An AC battalion calendar covers one training year.
This "planning horizon" allows a company to plan and prepare appropriately for major training events. It also allows Soldiers to make plans for leave, military schooling, or specialty training without conflicting with major training events.

Planning calendars provide specific information on training events. Generally, each separate event has a beginning and ending date, as well as a brief description of the activity. The calendar is developed and recorded in detail within the ATMS.

Higher Command Milestones
The ARFOR Commander will publish 2 Year Commanders Training Guidance (CTG) and 5 Year long-range planning calendar (LRPC) NLT 1 June. Each MSC will publish CTG and LRPC NLT 1 September.

Short-Range Planning
Definition
Short-range planning is a refinement of the long-range plan. The short-range plan defines in specific detail the broad general guidance found in the long-range plan. The short-range plan begins with a training assessment, and results in specific command training guidance (CTG). Short-range planning at the battalion and company level has a planning horizon of 12 months (RC) and 3 months (AC). For RC battalions, yearly guidance is published 3 to 4 months before the start of the training year. For AC battalions, short-range plans are prepared for each quarter, and are published 6 weeks before the start of the quarter.

Command Guidance
Command guidance is the product of the short-range plan. At the company level, command guidance comes from the battalion commander. The commander's training guidance is a document that describes the training strategy and assigns specific training objectives and priorities for the year (RC) or next quarter (AC). Battalion commanders base their command training guidance on input from brigade and higher commanders, along with planning recommendations from subordinate leaders. Command training guidance is very specific in nature, and normally addresses topics such as—
- Commander's assessment of METL proficiency.
- Training priorities.
- Integration of slice training (other units that habitually fight and train together).
- Impact of time management systems on scheduled training (Duty Company, for example).
- Integration of Soldier, leader, and collective training.
- Evaluations, inspections, and feedback.

Higher Command Milestones
The ARFOR Commander will publish TLDG NLT 31 May for the training year beginning one year from the start of the next TY (i.e. TY14 published prior to 31 May 2012). In turn each MSC will publish their TLDG NLT 1July.

Yearly/Quarterly Training Briefings
Each year RC units (quarterly for AC units) company commanders and first sergeants brief their brigade commanders on training-related issues. The briefings discuss past, present, and future training expectations. At this briefing, company commanders seek the approval of their training plans. Once approved, the brigade commander agrees to provide appropriate resources, and then promises to ruthlessly protect the company from un-programmed training distracters.

Yearly training briefings (YTBs) and quarterly training briefings (QTBs) are high priority events and impact the entire chain of command. It is important that all primary leaders (1SG, platoon leader/PSG) and slice leaders attend the training briefing with the company commander. The briefing is designed to create confidence throughout the chain of command by ensuring that leaders at all levels understand the intent of the senior

commanders. As a result, company commanders can make effective, independent training decisions as they execute the approved training plan.

One of the most important steps throughout the training cycle is commander protecting the approved YTB. Commander's at every level must enforce and protect unnecessary changes to training schedules. Unnecessary changes negatively effects Soldiers times and resources secured.

Higher Command Milestone
NCARNG G3 will publish memorandum of instruction (MOI) and format for YTB NLT 1 June for the YTB covering execution of training covering TY+2 (i.e. MOI for YTB for TY14 will be published NLT 01 June 2012). Each MSC will forward approved YTB slides to NCARNG G3 15 days prior to execution of YTB.

Near-Term Planning
Definition
Near-term planning identifies specific actions required to execute the short-range plan. Near-term planning covers a 4 month period before the execution of training for RC units (4 to 6 week period AC units). Near-term planning is conducted monthly for RC units (weekly for AC) and consists of training meetings at battalion and company levels.

Training Calendars Pen & Ink Changes
During the near-term 4 month periods, typically all monthly training calendars are already approved and signed by your command within the ATMS. It does not make sense to continue to resign the calendars and request approval for small changes to your training less than 120 days out. Commanders should no later than 90 days have all training calendars "Locked-In" and posted on your company training boards. Whenever small changes are required simply make "Pen & Ink" changes to your posted calendars. It is expected that small changes and shifts in timelines will occur before any training event. Whenever higher headquarters drop by to conduct a formal or informal visit to your company area and see that your approved monthly training calendar has several "Pen & Ink" changes to it, which tells the visitor that you are actively managing your doing everything right.

Note: "Pen & Ink" changes only work's with small changes like classroom locations, instructors, topics, timelines, etc. "Pen & Ink" changes are not authorized for IDT date changes and major event changes.

Locked-In Training Plans
Unplanned or unanticipated changes disrupt training and frustrate subordinates. Planning allows organizations to anticipate and incorporate changes in a coordinated manner. Stability and predictability can result from locking in training plans. This stability is crucial to training RC units, where a disruption or delay in training has a significant impact.

Training Time-Line

The concept of Training Month and Week is in relation to planning and coordinating all significant actions that are necessary to execute a training event. T-Month are expressed as either '-' or '+', beginning around M-36 (thirty-six months) and W-3 (three weeks) requirements that are necessary to ensure the specific training event is ready to conduct during 'T Month' (IDT execution period). Each installation/home station varies with regard to resource planning, so be sure to check with your higher HQ for a better understanding of specific requirements at your location.

Long-Range Planning Phase

Month T-36 (Completed during the YTB approval process)
- ♦ Unit Training Plan (UTP) Approval
- ♦ RC battalion calendar covers three training years
- ♦ Request and secure your major culminating event (examples are NTC, JRTC…)

Month T-16 (Completed during the YTC approval process)
- ♦ Identify specific collective (KCT) and leader tasks that require training
- ♦ Request major resources to support the key training events (Class V, training areas and ranges)
- ♦ Publish WARNO for training event (posted approved YTC is the first step in publishing a WARNO)
- ♦ IDT dates posted in ATMS

Short-Range Planning Phase

Month T-12 (Completed during the YTC approval process)
- ♦ Approved YTC posted in company areas

Month T-9
- ♦ Provide pre-execution checks guidance
- ♦ Identify trainer, evaluator, OC, and OPFOR duties
- ♦ Subordinate leaders provide individual Soldier training objectives for upcoming training event

Month T-6
- ♦ Execute recon of training site(s)
- ♦ Gain approval from higher commander on the plan
- ♦ Publish OPORD for training event
- ♦ Submit risk assessment for approval at appropriate echelon
- ♦ Request Class I, III, IV, transportation, TADSS and other requirements
- ♦ Begin pre-execution checks

Near-Term Planning Phase (Commander's Job Is To Protect This Phase!)

Month T-4
♦ All training schedule signed by commanders < 120 days out within ATMS and posted on company training boards
♦ Certify leaders, trainers, evaluators, OCs, and OPFOR
♦ Conduct initial trainer, evaluator, OC, and OPFOR back briefs
♦Subordinate units complete pre-required training (weapons qual, drivers training, etc)
♦ Conduct rehearsals for trainers, evaluators, OCs, and OPFOR

Month T-3 (90 Days Out)
♦ All major training events, locations are locked in and protected by the command. To unlock or change the training calendar within the 90 Days lock requires the first GO's approval. Written request must be sent through your command first O6 level to NCARNG G3-T.
♦ Verify Resources are secured (transportation, meals, special equipment)
♦ Company OPORD should be distributed down to platoon level.

Month T-2 (60 Days before IDT or Training Event)
♦ Post the IDT FARGO
♦ Confirm chow request submitted
♦ Convoy request should be approved by the State
♦ Risk Assessment submitted to BN CDR for signature

Month T-1 (30 Days before IDT or Training Event)
♦ Conduct final pre-execution checks
♦ Confirm all support requests; lock in all resources
♦ Confirm "Ass to Sit" Roster are updated for convoy
♦ Final adjustment to chow numbers
♦ Review Suspense's
♦ NCOER/OER shell ready
♦ ETS Counseling ready
♦ Risk Assessment published
♦ Drill Letter published

Week W-3 to W-1(Conducted by AGR Staff before IDT periods)
♦ Draw and test TADSS
♦ Draw Buses or additional transportation
♦ Dispatch Vehicles based on "Ass to Sit" Rosters
♦ Conduct Company Training
♦ Complete pre-execution checks. This includes trainer, evaluator, OC, and OPFOR rehearsals, and training site preparation (replicate training exercise conditions)
♦ Execute unit rehearsals
♦ Draw ammo
♦ Create 1379

Month T Date (month that training is conducted)
♦ Conduct pre-combat checks
♦ Conduct training
♦ Conduct informal AARs.
♦ Conduct retraining as necessary
♦ Complete NCOER/OER's
♦ Complete ETS / Retention Counseling
♦ Cyclic Inventories
♦ Road Test % of Vehicles
♦ Update Strength Report
♦ Record all executed events in ATMS
♦ Make sure the current Training Schedule is posted and up-to-date. Remember "Pen & Ink" changes are way to make updates to your schedule. See the Monthly Training Schedule Checklist on page 23

Week W+1(Conducted by AGR Staff before IDT periods)
♦ Consumption Reports
♦ Pay vendors
♦ Input 1379
♦ Close-out Vehicle Dispatches
♦ Send out UNSAT LOIs

Month T+1 (The first IDT period after completing the training)
♦ Conduct unit recovery operations
♦ Conduct final AAR for the training event
♦ Commander updates unit's KCT/METL assessments
♦ Update ATMS data with Make-up training completed
♦ Start planning for next year's event

Mandatory Training Requirements (AR 350-1, p.147)

Table G–1			
Mandatory training requirements in units			
Subject	**Reference**	**Proponent**	**Frequency**
Antiterrorism training	AR 525-12	PMG	A
Army physical fitness training	AR 350-1	HQDA, DCS, G–3/5/7	O
Army Substance Abuse Program	AR 600–85	HQDA, DCS, G–1	I/A/R
Army Suicide Prevention Program AR 600–63 HQDA, DCS, G–1 A/P/R	AR 600-83	HQDA, DCS, G-1	A/P/R
Army Traffic Safety Training Program AR 385–10 HQDA, ACSIM I	AR 385-10	HQDA, ACSIM	I
Army Warrior Training	https://atiam.train.army.mil /soldierPortal/	HQDA, DCS, G–3/5/7	
CBRN Defense training	AR 350-1	TRADOC	A
Combating Trafficking in Persons (CTIP) Program	http://www.combat-trafficking.army.mil/	ASA(M&RA)	A/P
Composite Risk Management	AR 385-10	TRADOC	O
Cultural awareness training	AR 350-1	TRADOC	P
Employment and reemployment rights (RC only)	DODI 1205.12	HQDA, DCS, G–1	A/P/R
Equal Opportunity Program	AR 600-20	HQDA, DCS, G-1	S
Ethics (see details below)	DOD 5500.7–R	TJAG	Initial entry
Fraternization	AR 600-20	HQDA, DCS, G-1	A
Law of War / Detainee Ops	DODD 2311.01E	TJAG	A/P
Modern Army Combatives Program	AR 350–1	TRADOC (USACS)	O
Operational security (OPSEC)	AR 530-1	HQDA, DCS, G-3/5/7	A
Personnel Recovery	AR 350-1	HQDA, DCS, G-3/5/7	A
Prevention of Sexual Harassment	AR 600–20	HQDA, DCS, G–1	S
Preventive measures against disease and injury	AR 40–5	TSG	P
Resilience training	www.battlemind.army.mil	MEDCOM	P/R
SAEDA	AR 381-12	HQDA, DSC, G-2	A
Sexual Assault Prevention and Response Program	AR 600-20	HQDA, DCS, G-1	A/P/R
Weapons qualification	DA Pam 350–38	HQDA, DCS, G–3/5/7	S (AA) A (RC)
Legend for Table G-1:			
The following codes establish the frequency at which training is to be conducted:			
A: Annual. Trained annually.			
I: Inprocessing. Required whenever an individual is assigned to a new unit.			
O: Ongoing. Continuous training, not a single event.			
P: Pre-Deployment. Addressed before unit is deployed on an operational mission.			
R: Redeployment. Addressed upon redeployment from an operational mission.			
S: Semiannual. Trained twice per year.			
Notes:			
1 *Published pre-deployment training guidance supersedes training requirement frequency contained herein.			

HOW TO CONDUCT TRAINING MEETINGS

Training Meeting Objectives

Company training meetings review completed training, de-conflict training issues, plan and prepare future training, and exchange timely information between participants. Training meetings are not a forum for discussion of administrative operations and non-training related activities. Training is the sole topic. Training meetings have four goals:

- Validate the tasks (collective and individual) to train for future training events. In particular, the key collective tasks (KCT) from the UTP. The commander modifies and updates the tasks to train to meet the long-range planning goals.
- Synchronize collective tasks being trained in support of the unit mission with upcoming training events; confirm training objectives, and resource requirements and status of coordination.
- Ensure cross-communication between leaders. Subordinate leaders provide assessments of proficiency after each training event. Additionally, they ensure tasks trained at platoon, squad and individual level are executed and assessed to standard and support the tasks the company must train.
- Review the training focus for upcoming events.

Training meetings are conducted monthly (weekly for AC) at platoon and company level and are the primary forum for providing guidance for forming the training schedules.
With these objectives in mind, the training meeting process can be described as a three-phase operation:
- Phase I: Assessment (completed training).
- Phase II: Coordination.
- Phase III: Future planning.

Training Meeting Time and Place

The company meeting follows the battalion training meeting to allow the commander to pass out the latest information. Company training meetings are generally conducted once a month and a week prior to Initial Duty Training this provides a degree of battle rhythm and predictability. Same day and time each month is very important to support the M-Day Soldiers schedule; not the AGR Soldiers' schedule.

Selecting a time for companies to conduct training meetings is more challenging. Here are some alternatives and considerations for picking the right time and place:
- Conduct the meeting during an Additional Training Assembly (ATA)
- Tuesday night 19:00 before the IDT period gives the AGR staff time to make adjustments or corrections to meet the commanders' intent
- Defense Connection Online (DCO) is a great tool to pull all leaders in
- Minimizing training disruptions by not doing it during an IDT period
- Allowing subordinate leaders time to prepare
- Develop a Training Meeting format and stick to it

Regardless of when the meeting is conducted, commanders must strive to hold the meeting on the same day and time each week or month. This allows subordinate leaders to plan and prepare for company training meetings, and plan their platoon meetings accordingly.

Training Meeting Agenda

There are three phases to company training meetings. They are assessing previous training, coordination for upcoming events, and planning for future events training.   The agenda maintains a focus for all to see, understand, and follow. It should be posted prior to the meeting.

Agenda Items

Review Last Months Training:
- Platoon/subordinate element assessments (collective and Individual tasks, warrior tasks and battle drill training)
- Identify training not conducted
- Update company KCT and METL assessments
- Identify retraining required

Coordination:
- Review FRAGOs (new or updated command guidance)
- Pre-execution checks T-6 thru T-1
- Identify any changes to upcoming events (tasks to train)

Future Planning:
- Review BN/CO training calendar for adjustment
- Provide Cdr's updated planning guidance for events (Adjust training focus of events)
- Demonstrate how platoon tasks support the company collective tasks to train (from the company UTP).
- Review draft training schedule for T-9 thru T-4
- Confirm/identify additional resource requirements

Time Requirements

Training meetings should last around 1 hour. If you find that your training meetings are exceeding 1.5 hours more often than not, then you are not doing something right. There may be occasions when meetings last more than one hour: but these are the exception.   The key is for the commander to achieve the meeting objectives as quickly and efficiently as possible. Sending out read-ahead packets to make sure Key Leaders are ready to ask detailed questions. The executive officer job is to make sure the Key Leaders (including commander) stay's focused on the issue at hand.

War-trace or higher level Active Component personnel may attend the training meetings. These personnel bring valuable experience and the latest training techniques.

Recommended Time Line

ACTION	**TIME**
Review last month's training	15 Minutes
Preparation for T-3 thru T Date Training	30 Minutes
Future Planning (T-9 thru T-4)	15 Minutes

Phase I: Assessment

The assessment phase seeks to describe the effectiveness of the training conducted since the last training meeting. Leaders from all subordinate units brief changes in training status. The commander takes this information, combines it with his personal observations, and comes up with a commander's assessment. The TLDG FY13-14 directs the use of the Commander's Training Assessment (CTA) (JFHQ Form 350-15-R) to document and monitor training assessment.

Review Last Month'sTraining

Commanders begin the meeting by discussing the training just completed. The bottom-up input by the platoon leaders and platoon sergeants is critical to assessment of the collective, leader, and individual training proficiency of the unit. The items listed below are agenda items that are discussed by company leaders. Assessments are also discussed in detail on Unit Training Management (UTM) on ATN.

Review of Last Month's Training Agenda Items

Platoon Assessment
- Collective, leader, Soldier tasks, warrior tasks and battle drills
- "Go and No Go" (T&EO)

Training Shortfalls
- Training planned but not conducted (include discussion of tasks not trained)
- Reason for not executing
- Retraining plan or Make-up Training times

Company KCT/METL Update
- Platoon assessment of KCTs tasks trained last month
- Personal observations of training/task assessments (1SG & Cdr)

Assessment of completed training may reveal training that is incomplete or not conducted to the Army standard. Retraining should be conducted at the first opportunity, ideally during the same training period. However, when this cannot happen, it may be necessary to adjust subsequent training events (adding or subtracting tasks to train) to retrain on those tasks that were not trained to standard. This is discussed at the training meeting and adjustments are made to the UTP or future events.

In reviewing retraining requirements, company leaders consider a number of factors--

- The number of Soldiers or elements involved
- If the retraining is sequential to other planned training – does this need to be accomplished before completing a future task?
- Resource availability (ranges, instructors, logistics, etc.)
- Original planning for the task, and modification as necessary
- When and where to reschedule the training at the first available opportunity
- When resources are available, retraining takes priority over training new tasks.

Platoon Assessments and Training Shortfalls
Platoon leaders and platoon sergeants assess collective and Soldier proficiency since the last training meeting. This assessment is a "go and no go" snapshot of all training conducted by the platoon. The sources of the platoon assessment may be formal or informal and based on the task T&EO. The leadership updates their assessments in the Digital Training Management System (DTMS).

As each platoon completes the training assessment, training shortfalls are addressed. A training shortfall is when training has been planned, but not conducted. Platoon leaders must explain to the commander the reasons for not executing training, and the plans to reschedule the missed training.

Company KCT/METL Update
The command team (commander and 1SG) are responsible for training their units. Once subordinates have provided their assessments, the command team provides their input to training conducted and also identifies any training shortfalls (tasks that must be trained or retrained).   This process is critical as it not only ensures a common understanding of the commander's training end state (based on the unit mission and guidance) for the unit, but also develops subordinate leaders.   Through this open dialogue, commanders are holding their subordinate leaders responsible for training their respective organizations. This is a critical aspect of the process as it is imperative that leaders develop their subordinates.

After all platoons complete their training assessments and discuss any training shortfalls, the commander, with input from the 1SG, updates the company KCT/METL assessment.

Phase II: Coordination
With the formulation of the commander's assessment complete, the next phase is the coordination of future training that has already been planned. Detailed and specific instructions are added to events that already appear on the training schedule. Individual subordinate leaders may brief the company leadership on specific training exercises or events.

Coordination for Training (T-5 thru T-1)
Review FRAGOs (new or updated command guidance)
During this step the unit reviews any new or updated guidance that will impact on

training (T-5 thru T-1). The guidance could be either externally directed or based on the commander's assessment of the unit. Commanders convey the purpose of the training and the desired end state they expect, but they leave the how to achieve the end state to the subordinates.   This instills the principles of mission command.   Additionally, leaders understand and assess the impact on the current training plan. This impact is discussed and associated risks understood by the commander. Leaders identify the events that will be modified/adjusted to incorporate the tasks previously identified during the assessment of last month's training.

Again, leaders discuss the adjustments to the current training plan to clearly understand the command team's end state for upcoming training.   Once the training focus for the upcoming events is understood, the company leadership reviews key aspects of the pre-execution check list for these events.

Pre-Execution Check Review
A critical part of the training meeting is the discussion of pre-execution checks. Pre-execution checks include the informal planning and detailed coordination conducted during preparation for training.   Pre-execution checks are developed by the chain of command and responsibilities for them fixed to ensure training is resourced and conducted properly.   They become increasingly detailed as training schedules are developed.   Pre-execution checks provide the attention to detail needed to use resources efficiently.

Possible Pre-Execution Checks
Units should modify and refine this list based on their specific organization and mission.

_____What are the lessons learned from the last time the training was
conducted? Are they integrated in the next iteration?

_____Does this event over-lap into higher command training "nesting" priorities for
this training cycle?

_____What pay status will the Soldiers be in during the training?

_____Are slice elements integrated into planning and execution of training?

_____Has a risk assessment been completed? Have safety considerations
been completed?

_____Do the trainers have the list of tasks to be trained?

_____Have leaders identified pre-requisite tasks for the training event? Are
Soldiers trained on prerequisite tasks prior to the event?

_____Are leaders certified to conduct range operations?

_____Are trainers identified and available for training?

_____Do trainers have T&EOs for all tasks to be trained?

_____Do trainers have a copy of the OPORD?

_____Is rehearsal time programmed for trainers?

_____Have training ranges, facilities and training areas been requested?

_____Has a reconnaissance been conducted?

_____Are ranges or maneuver books on hand?

_____Are convoy clearances submitted and approved?

_____Are TADSS identified, requested and approved?

_____Can trainers properly operate all TADSS and targetry?

_____Is Class I (food) requested? Does the dining facility and
      support platoon know?

_____Is Class III (Fuel) and Class V (Ammo) requested and picked up?

_____Is transportation requested?

_____Are sufficient expendable supplies on hand?

_____Are external taskings and appointments de-conflicted?

_____Is time scheduled for retraining as necessary?

_____Is the recovery plan specified in the OPORD?

_____Is time scheduled for an AAR?

_____Is the back brief for the chain of command coordinated?

By reviewing key pre-execution checks, the commander ensures that training events are fully planned and coordinated with all elements of the company. Remember what gets checked, gets done.

The timeframe to look out depends on unit and organization SOPs. It is imperative the companies understand the associated resource time line requirements.   RC commanders, the time period is the next three months. Within these training windows, commanders review pre-execution checks in reverse order. The last month (RC) first, working down until the next training period is covered in detail. The commander

focuses on specific details when reviewing pre-execution checks.

The primary trainer indicated on the training schedule briefs pre-execution checks. If the primary trainer is not the platoon sergeant, then the platoon sergeant will brief the pre-execution checks during the training meeting. For almost every training event for platoon and below, the platoon sergeant is the key coordinator. The platoon sergeant coordinates the efforts of other NCOs in the platoon and ensures that training is thoroughly prepared.

Phase III: Future Planning

With coordination complete, the final phase of the training meeting process is to plan for future training. Subordinate leaders work with the commander to develop future training plans that support the assessment conducted in Phase I (assessment). During this phase the company commander ensures that scarce training time is effectively used.

Future Training Planning Agenda Items

- Review BN/CO UTP and training calendar for adjustments
- Provide Cdr's updated planning guidance for events (adjust training focus of events)
- Demonstrate how platoon tasks support company KCT to train from the UTP.
- Review draft training schedule for T-12 thru T-4
- Confirm/Identify additional resource requirements

The commander must check the battalion UTP. Events indicated on the battalion training calendar or found in the UTP are put on the company training schedule first. After these events are posted, the commander issues guidance (company tasks to train and end-state of training) for these future events. These tasks support the company's collective tasks to train from the UTP and the battalions training focus for the event. Additionally, this starts the planning process to support the company's training focus/KCTs, and develop pre-execution checks to fix responsibilities.

Platoon Leader/Platoon Sergeant Input

Based on their training assessments, platoon leaders and platoon sergeants review current events identified in the company UTP and validate tasks to train to improve training proficiency. Additionally, resource requirements are discussed. These plans (adjusted training focuses for future events) are briefed to the commander during the training meeting.

Platoon leaders brief how the KCT to train during training events directly support the company and battalion in the execution of their UTPs. Provided is an example of how squads/platoons support the brigade in the execution of their UTP.

Collective Task Crosswalk (example briefed by Platoon) T-12 (Training Focus – KCT)

Brigade METL: Conduct Law and Order Operations (ART 5.8.1)

Battalion METL: Coordinate Law and Order Operations (19-1-4001)

Company METL: Perform Law and Order (19-2-4001)

Supporting Collective Task: Establish MP Law and Order Operations Center (19-2-4002)

Platoon Task: Perform Platoon Level Law and Order (19-3-4001)

Teams/Squads (Battle Drill): Establish a Hasty Checkpoint (19-4-D0105)

Leader Tasks:
- Manage Law Enforcement Operations (191-410-0082)
- Supervise the Establishment and Operations of Road Block/Checkpoint (191-377-4203)

Supporting Individual Tasks:
- Plan Patrol Activities (191-380-0109)
- Direct a Traffic Control Plan (191-410-0026)
- Plan Patrol Activities (191-410-0035)
- Conduct High Risk Traffic Stop (191-376-5145)
- Conduct a Law Enforcement Patrol (191-376-5153)

Training Schedule Development

Commanders receive input from all platoons and other elements of the company before formulating the draft training schedule. Because of support limitations or other conflicts, the commander may have to disapprove a training event that a platoon requested or move it to another month. Once all conflicts are resolved, the commander develops a rough draft of the next training schedule. See also Unit Training Management (UTM) on ATN.

Training Schedules should:
- Specify when training starts and where it takes place.
- Allocate adequate time for scheduled training and retraining as required to correct deficiencies
- Specify individual, leader, and collective tasks to be trained
- Provide concurrent training topics that will efficiently use available training time
- Specify who conducts the training and who evaluated the training
- Provide administrative information concerning uniform, weapons, equipment,

references, and safety precautions.

Once all conflicts are resolved, the commander develops a rough draft of the next training schedule. When formulating the training schedule the commander needs to keep the two "rules" of successful company training management in mind.

Monthly Training Schedule Checklist

GO   NO GO   **As Of Date: _____**

____   _____   1. Training Schedule based on YTG/YTC

____   _____   2. Indicates when, where training takes place

____   _____   3. Indicates the amount of time allocated

____   _____   4. Allocates a reasonable amount of time for the tasks indicated

____   _____   5. Provides Administrative information as required
                                                  Uniform
                                                  Equipment
                                                  Weapons
                                                  References
                                                  Safety

____   _____   6. Provides concurrent training topics. Comments at the end of the schedule should be as detailed as possible

____   _____   7. Specify by name the individual that conducts training and evaluates results. Designates alternate/assistant trainers. Either on training schedule or supplements to the training schedule

____   _____   8. Provides for all personnel in the unit to include maintenance, CBRNE, Commo, and headquarters personnel

____   _____   9. Prepared 120 days in advance

____   _____   10. Contains remark (All members of Company _____ are hereby ordered to attend all periods of training shown on this training schedule)

____   _____   11. Signed by Company Commander

____   _____   12. Signed by Next Higher Commander

____   _____   13. Contains time designated as RED, AMBER, or Green in the remarks section

____   _____   14. Provides time for PMCS and services of unit equipment (25%

annually for non-maintenance units) (50% for Maintenance Units). Put in Bumper or admin #s for equipment designation

____ _____   15. Identifies time and location of monthly training meeting.

____ _____   16. Identifies Recruiting and Retention activities planned for that period

Checklist completed by: _____ Date: _____

Note: This Monthly Training Schedule Checklist is only an example. Please modify it to work with your units' special situation.

Rule Number One

The first rule is that commanders do not put anything on the training schedule that they do not intend to execute. Commanders must avoid the temptation of scheduling events they know cannot or will not be executed just to satisfy cyclic training requirements. If a commander does not intend to execute the training, then it should not be on the training schedule.

Rule Number Two

The second rule is that commanders do not need to fill up every minute of the training schedule. Filling up every minute on the training schedule often leaves subordinate leaders with little room to "maneuver" during the training day. Even the best units often must react to short notice, high priority tasking. With this in mind commanders should leave uncommitted time on the training schedule. Doing this allows for the following occurrences:

- Reaction time for short-notice tasking.
- Time for immediate retraining.
- Preparation time for training.
- Make-up training for Soldiers on sick call, etc.

Green-Amber-Red Time Management System

Commanders use time management cycles, such as red-green-amber and training mission-support to manage time requirements and resources. The purpose of establishing a time management cycle is to give subordinate key leaders predictability when developing their training plans. These cycles establish the type of activity that receives priority during specific periods. Time management cycles identify and protect training periods and resources that support training so subordinate units/sections can concentrate on METL training during those times. This predictability helps commanders meet and sustain technical and tactical competence, maintain training proficiency, and support several units' needs.

Green Cycle

- Training focus primarily on collective tasks with individual and leader tasks integrated during multi-echelon training
- Maximum Soldier attendance at prime time, mission essential training

- Coincides with availability of major resources and key training facilities or devices
- Administrative and support requirements that keep personnel from participating in training eliminated to the maximum extent possible
- Leaves and passes limited to the minimum essential
- Examples are Annual Training, NTC, Live-Fire Exercises….

Amber Cycle
- Small unit, crew, leader and individual Soldier training emphasized
- Provides time for Soldier attendance at education and training courses
- Some sub-organizations may be able to schedule collective training
- Scheduling of periodic maintenance services
- Selected personnel diverted to support requirements when all available personnel in organizations in red period are completely committed to support requirements
- Examples are required annual classes, SHARP, Staff exercises, Safety Stand-down…

Red Cycle
- Maximize self development
- Diverts the minimum essential number of personnel to perform administrative and support requirements
- Sub-organizations take advantage of all training opportunities to conduct individual, leader, and crew training
- Support mission/details accomplished with unit integrity to exercise the chain of command and provide individual training opportunities for first line supervisors, as time permits.
- Leaves and passes maximized. When appropriate, block leave may be scheduled.
- Routine medical, dental, and administrative appointments coordinated and scheduled with installation support facilities
- Examples are majority of Soldiers attending PME courses, vacations…

Time management periods are depicted on long-range planning calendars. Typically, cycles last anywhere from week to week (when units off drill from their HQ) or several months. A common cycle consists of three periods, one focused on collective training, one on individual training, and one on admin support. However, specific cycles and their lengths vary among MSC according to the local situation and requirements, such as ARFORGEN phases, unit deployment dates, and MSC size and type.

No one solution for time management exists, since so many factors affect managing time and prioritizing resources. A system that works with one MSC/BDE/BN may not work with another. Different circumstances require different solutions. Allocation of available training time is a significant resource consideration in RC planning for training.

Additional Training Meeting Resources:

[How-To Conduct Company Training Meetings](#) (ATN Video, runtime: 12:02)

[How-To Conduct Battalion Level Training Meeting](#) (ATN Video, runtime: 12:34)

[How-To Conduct a Training Meeting (overview)](#) (ATN Video, runtime: 19:49)

POC for any comments or questions is MAJ Colby Q. Hammonds, Deputy State Training Officer at Colby.Q.Hammonds.mil@mail.mil or (919) 664-6000 ext. 46290